

Neighborhood Planning for Community Revitalization



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CURA RESOURCE COLLECTION

**Center for Urban and Regional Affairs
University of Minnesota
330 Humphrey Center**

**Working Through
Language Barriers**

Prepared by
Lee Jennings
For Riverview Economic Development Association
May 1998

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WORKING THROUGH LANGUAGE BARRIERS

submitted to

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Riverview Economic Development Association

May 1998

prepared by

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Neighborhood Planning for Community Revitalization

Center for Urban and Regional Affairs

University of Minnesota

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PROJECT DESCRIPTION

INTRODUCTION

Part of the history of the United States has been an effort to welcome immigrants into the country. This is not to say that this country has always made life easy for those that have immigrated here, but we do have a history of being home to diverse cultures, especially in the work force. Traditionally immigrants have provided an inexpensive and hard working labor pool and this still holds true today; however, many entry level jobs now require a higher level of skill than they did early in the 20th century and are, therefore, more difficult for immigrants to get. Immigrants, however, have many skills to offer the work force. It is important for employers to keep the value of these skills in mind and to recognize the potential good workers in a multi-cultural work force. The labor pool for entry level jobs is only going to become more and more diverse, and therefore, many employers will benefit from working with this diversity in order to fill their positions in the future.

OBJECTIVE

The initiation of this research by the Riverview Economic Development Association (REDA) and the West Side Employment Network (WSEN) grew out of an overall desire to find out more about local and national efforts to employ limited English speakers, especially in living wage, career oriented jobs. In addition, recent changes in welfare policies are expected to have a serious impact on the West Side. Though no one is able to predict how drastically it is affecting the neighborhood, it is clear that many residents who are currently unemployed, on welfare, and lack job skills will be faced with the challenge of finding employment that pays a living wage. In particular many residents face significant language barriers to employment.

The objectives of this project were to find out about attempts to hire and retain employees who have limited English skills. The project looked at published information about language barriers

to employment, local and national social service agencies who have had experience with placing limited English speakers in jobs, and at local employers who have had satisfactory results with limited English speakers. Research focused on gathering information about these experiences with the intention of determining the most productive roles for community groups, businesses, government and social service agencies to take in the future

SCOPE

The project was funded by the Neighborhood Planning for Community Revitalization program at the Center for Urban and Regional Affairs (CURA) at the University of Minnesota for 260 hours. The emphasis was on interviewing local businesses and social service agencies. Rather than provide conclusive data on this issue, the scope of the project was to find examples of successful hiring and retention that could suggest direction for action.

METHODS

Library and internet research was performed to explore local and national programs to place limited English speakers in jobs. A list of contacts of local businesses and social service agencies that might have experience with limited English speaking employees was developed based on this research and the recommendations of an advisory committee. The businesses contacted were usually known to have previous experience with limited English speaking employees. The advisory committee consisted of Pat Gladchild, REDA; Joy Bartscher, Neighborhood Justice Center; and Sandy Fuller, Neighborhood House.

Following the development of this preliminary list of contacts a list of interview questions was written and modified with the help of the advisory group. Primarily phone interviews were conducted using the list of interview questions as a guide. Many of the people interviewed mentioned other possible contacts which were followed through on when possible. Interviews were conducted over a period of approximately two months.

COMPLETION STATUS

Several business declined the interview, although overall people were receptive to discussing their experiences with limited English speakers. Seventeen businesses and nine social service agencies completed full interviews. In addition, contact attempt were made to twenty-seven other local businesses and social service agencies. The reasons cited for not completing the interview were lack of time or the business has a policy of only responding to requests in writing.

RESULTS

INTRODUCTION

The immigrants who have been coming to this country over the past couple of decades face many challenges. Language barriers and unemployment are just some of the issues that they must face. Recent immigrants are often coming from cultures that are radically different from the United States, they have often been through great distress, and have limited education and/or work history. Because of the culture shock and psychological distress that many immigrants have experienced, basic sustenance issues are often a struggle which makes preparing immigrants for the workplace all the more difficult. Job readiness classes and training play an important role in successful job placements, as does assistance with child care and transportation issues. Once immigrants have reached a point where they are ready for a job, they can be an important source of job candidates for the many employers that are having difficulty filling job openings.

According to the Minnesota Business Partnership, which interviewed 330 businesses in the Twin Cities, 78.8 percent reported having difficulties finding candidates to fill job openings, 21 percent due to lack of applicants, and 12.3 percent due to lack of skills among applicants and 66.5 percent due to both a shortage of skills and applicants. Employers are having a hard time getting the workers they need, and 43 percent have described poor attitude and work habits as the most common shortcoming of job applicants.¹ Immigrants, however, are known to have both a good attitude and good work habits.

Most employers expect entry level job applicants to have English speaking skills, although a growing number of employers are becoming more flexible in this expectation, because of the labor shortage. Employers are changing their expectations to adjust to the current pool of

¹ Harry Holzer, What Employers Want (Russell Sage Foundation, 1996); Holzer in MDES Research and Statistics, Minnesota Economic Trends (Winter 1996).

candidates which includes many limited English speakers who are able to bring other important skills and work habits to an employer. This leads to the following questions: Why do some employers decide to work with limited English speakers? How do they make it work? And, what can be done to assist employers in working with limited English speakers?

DISCUSSION OF RESULTS

The Twin Cities Area, like most of the country, is experiencing low unemployment rates and labor shortages in a number of occupations. The unemployment rate in Ramsey County in 1997 was 2.5 percent. The state as a whole projects a 13 percent job growth rate between 1993 and 2001 with the service industry projected to grow the fastest. The professional/paraprof./technical occupational group is projected to add the most jobs and to grow the fastest. Jobs in this category, in general, require more post-secondary education and training than others. In short, the jobs of the future will require more highly trained workers. However, 56 percent of the job openings in today's economy do not require post-secondary education, although only 7-9 percent require no references, no experience, and no training. Many of today's jobs are accessible to workers with no more than a high school diploma, but it is still necessary to have work history in order to get a job.²

An important part of building a work history is obtaining the basic English skills necessary for an entry level jobs. Many social service agencies have, however, noted that ESL class attendance is low. This fact can partially be explained by the large gap between the English learned in ESL classes and the English needed to perform on the job. Traditional ESL instruction is grammar based, and therefore, there is less of a focus on the student becoming competent enough for the workplace. It appears that Vocational ESL (VESL) works to bridge this gap and allows non-English speakers a faster path to employability. One social service provider mentioned that Vocational ESL is much more successful for his clients, because it is not

²Minnesota Department of Economic Security, Research and Statistics Office

necessary for ESL learners to learn the "queen's English" that is taught in traditional ESL programs. It is more important for the ESL learners to start applying the English they have learned in practical workplace situations.

WEST SIDE DEMOGRAPHICS

Data on West Side school students provides a snapshot of the current population living on the West Side. Among school age children 31.4 percent are Hispanic and 19.1 percent are South East Asian, with Hmong as the largest percentage of this group. Those facing language barriers to employment on the West Side are, therefore, primarily Hispanic, Hmong and Cambodian.

DISCUSSION OF INTERVIEWS WITH LOCAL BUSINESSES

All the businesses interviewed are either manufacturers, hotels or involved in packaging. Limited English speakers are often hired by hotels for housekeeping positions and by manufacturers and packagers primarily for assembly and production jobs. The common threads in these jobs are that they entail repetitive tasks, require small amounts of communication while on the job, and have virtually no customer or client contact.

A common thread among many of the companies that have decided to work with limited English speakers is a Human Resources person who has outside experience working with diverse populations. They have often made a commitment to giving people a chance, are open to experimenting, and recognize the fact that it is to their advantage to develop a multi-cultural work force.

The most common reasons cited for working with limited English speakers were their high work ethic and the current labor market which has forced them to work with people in this group. The trend for all the companies except for one is to work with more and more limited English speakers in the future.

Very few of the businesses interviewed will hire completely monolingual employees, but only two of the companies interviewed will not hire limited English speakers at all. One company has not hired limited English speakers because they are too small to be able to train in languages other than English. This company, however, was open to the idea of working with limited English speakers if they were accompanied by a job coach that did the training and provided a comprehensive follow up. One large company works with a large number of limited English speakers through a temp agency, but will not hire limited English speakers on a permanent full-time basis, because their plant works in groups that need to be able to communicate with each other.

Among those companies interviewed there is a wide range of English levels that are acceptable for being hired. Those that hire employees with very little English usually do so through a temp agency that is able to interview employees in a language other than English or they allow the applicant to bring someone along to translate the interview. Several companies will only interview in English and use the interview as a way to gauge the English skills of the applicant. English skills are judged on an informal basis (no one interviewed uses a standardized test), and usually, if the applicant can speak well enough in an interview than they have the English skills necessary for the job. One company has developed a partnership with a social service agency that provides an ESL training program specific to their industry (See Appendix A pg. 21).

Once hired the most important thing for the company is that the employee understand the training and the company's procedures. A variety of approaches are used for training. Some companies use a bilingual group leader/supervisor who translates training and company procedures into the employees native language and can communicate in English on behalf of the limited English speaking employee when necessary. Some will use a job coach sent by a social service agency with the employee to explain the training and follow up with the employee and

employer to explain changes or new information. One company interviewed uses a color-coded training system to facilitate workers with limited English and reading skills

For descriptions of innovative companies see: Minnesota Wire & Cable (pg. 24), Lake Region Mfg. (pg. 21), Twin City Tanneries (pg. 30)

DISCUSSION OF INTERVIEWS WITH NON-PROFITS

Of the nine non-profits completing full interviews, all but one organization works in other areas besides job placement. SHAPE is the only organization dedicated to employment. The rest of the organizations provide a variety of services to their clients.

All of the organizations are involved in ESL in some way as either referrals or providers. Some organizations provide job-readiness classes, and two organizations provide pre-job training specific to an industry. Many of the organizations will accompany the client to the interview, and some will send a job coach to the site. Those that send a job coach usually follow through with the employee and the employer after 30 and 90 days. Several organizations make it a priority to work on diversity training with the employer, because this helps them get more and more job placements. Two organizations will translate documents for the employer. Only two of the organizations work on a career focus. This could be because the clients often want to be placed in a job as fast as possible and will forego educational opportunities in order to achieve this goal. Welfare policy also now requires job placement as fast as possible.

Many of the non-profits discussed the difficulty in getting employers to take the risk to hire limited English speakers. Oftentimes employers lack cultural information about limited English speaking employees, and are misguided in their fear of compromised employee safety. Several non-profits, however, discussed the strategies that have worked to help convince employers of the value of working with limited English speakers. Generally word of mouth from other

employers has helped, as well as maintaining a close relationship with employers. If employers hear from other employers that limited English speakers have been good employees than they are more likely to hire such workers themselves. Providing a job coach and a comprehensive follow up on the job site is another strategy that allows both the employee and the employer to make a successful transition. Employers need to feel like they have someone they can call if they need help, support, or advice.

For descriptions of innovative programs see: SHAPE (pg. 38)United Cambodian Association(pg 40.), DePaul University (pg. 45)

RECOMMENDATIONS

- I. Job placement programs should be comprehensive. They should spend time on job-readiness classes, accompany the job seeker to the interview, send a job coach to the site, follow up after 30 and 90 days, assist with transportation and child care, work on diversity training with the employer and translate documents for the employer when necessary. This is what the most successful programs have done.
- II. Companies need to be informed about labor trends, the value of a multi-cultural work force, available supports from social service agencies, and what other companies are doing.
- III. The skills and values of the limited English speaking work force should be stressed. Companies should be reminded of their high work ethic, hard work, and special skills.
- IV. Non-profits should share experiences with other non-profits and work to create a comprehensive list of employers that have been open to working with limited English speakers.

SUMMARY

Even this exploratory research has shown that there are many successful efforts in the Twin Cities to employ limited English speakers in a variety of companies and industries, and comprehensive research would certainly identify more. There is plenty of room for growth as more and more companies are beginning to think that it is in their best interest to work with a multi-cultural work force, and interestingly the support to make this possible is becoming available. Partnerships between businesses and non-profits are an effective way to achieve this goal, as well as comprehensive job-placement services. There is a general feeling among many employers that language barriers are an issue that they will have to continue to work with well into the future. The support services that social service agencies can provide to help companies overcome the language barrier and work successfully with limited English speakers are important to companies. And the high work ethic, and strong job performance of limited English speakers are a valuable asset to a company. Working with a multi-cultural work force is certainly a benefit to a company as we move into the next century, but companies need to know that they have community support and assistance as they explore and develop programs for a multi-cultural work-force.

APPENDIX A: BUSINESS

Airport Marriot

Contact: Mary Hagens

Address: 2020 East 79th Street, Bloomington, MN 55425

Phone: 854-7441

Salary: \$6.75/hr. (in the middle for Hotel Industry) health benefits and personal leave

Positions: housekeeping, laundry, kitchen

Type of business:

»Hospitality

Training:

»Train in language other than English

»Bilingual group leaders/supervisors

»Company provides incentives for ESL

»**Reasons cited for hiring limited English speakers:** 1) Marriot has a history of doing it; 2) The employees work well.

»**Noteworthy features:** They translate the morning announcements into Spanish and Somalian.

»**Company description:** This hotel has approximately 290 employees. Airport Marriot tries to insist that employees work on learning English by providing ESL classes that the employee is paid to attend. Many limited English speakers move up and become supervisors. This hotel is usually fully staffed, unlike other hotels near the airport. Most hires are done through word of mouth from current employees.

Brown and Bigelow

Contact: Carol Fanjul

Address: 345 Plato Blvd. East, St. Paul, MN 55107

Phone: 293-7208

Salary: \$8.00/hr. general assembly positions

Type of business:

»manufacturing

Wages and Working Conditions:

»over \$8.00/hr.

Recruitment:

»recruit from Social Service Agencies

Training:

»Bi-lingual supervisor/group leaders

»**Reasons cited for working with limited English speakers:** 1) This company has had a positive experience in the past with a group leader that was bi-lingual. 2) The company is tired of hiring people that do not work well, and they have heard that limited English speakers often have a good work ethic.

» **Noteworthy features:** The H.R. contact person has met with the CommonBond Community in an attempt to find bi-lingual group leaders. A core group with a bi-lingual leader would move together as a group from line to line.

»**Company description:** Company has approximately 450 employees; they make calendars, playing cards and other items for promotion. The president recently gave the H.R. department the okay to explore the bi-lingual group leader approach. The positions are highly repetitive and fast paced, some positions require lifting up to 30 lb..

Captain Ken's Foods

Contact: Richard Gavin, plant manager

Address: 344 South Robert Street, St. Paul, MN 55107

Phone: 298-0071

Salary: \$6.50-\$13.00, full benefits

Positions: Packaging, machine operator, general labor, janitorial

Type of business:

»packaging, manufacturing

Recruitment:

»recruit from Social Service Agencies

»interview in English only

Training:

»train in English only

»**Reason cited for NOT hiring limited English speakers:** 1)They are too small to do training in Spanish, they need to be able to explain changes to employees as they come up.

»**Noteworthy features:** They are located on the West Side of St. Paul, and they like to hire people from the West Side because of transportation and location. They would be open to hiring limited English speakers if they came in with a job coach that would do the training with them and provide a comprehensive follow-up.

»**Company Description:** The company has approximately 20 full time employees. They manufacturer baked beans and chili. The company has not hired people that speak limited English in the past, but they have had successful experiences with handicapped employees who come in with a job coach. They often have openings and are looking for people. They recently put an ad at the MN Resource Center, and have hired someone off of welfare.

Cherokee Manufacturing

Contact: Bruce Lostsgaarden

Address: 501 Richmond Street East, South St. Paul, MN 55075

Phone: 451-6568

Salary: \$8.00-9.00/hr. entry level

Positions: machine operators

Type of business:

»manufacturing

Wages and Working Conditions:

»over \$8.00/hr.

Recruitment:

»recruit from Social Service agencies

» interview in English only

Training:

»train in language other than English

»**Reasons cited for hiring limited English speakers:** 1)Contact thinks that immigrants have a better work ethic; they want to work hard and make a living. 2) Very few fail drug screen or have criminal background.

»**Noteworthy features:** The company tries to reward hard work by providing production incentives through which it is possible to make \$11-13/hr. They have safety procedures and video tapes in languages other than English. They make an effort to get people to go to ESL classes by telling employees that they really need to go to them and where they are located.

»**Company description:** Company manufactures wire baskets for trees and wire backs for Christmas wreaths. They employ approximately 85 people, 20 percent Asian, 25-30 percent Hispanic. The company has many limited English speaking employees. Language has not been a big issue, because employees have limited public contact. Contact person noted however that

language can be a barrier in the interview and application process. To move up in the company, the employees English must improve, so they have promoted ESL by telling people that they really need to go and making them aware of where ESL classes are. They have considered teaching ESL on site, but have decided against it since there are ample places for people to go to for ESL, and the employee should take the initiative to enhance English skills.

They do not advertise positions in newspapers. Instead they have recruited people through CLUES and various databases. CLUES has done a good job of pre-screening people for them.

Contact person notes that he has a hard time getting people with the necessary work-ethic and people who can fill out the application correctly.

Dayton's Distribution Center

Contact: Teresa Samuelson Pyne

Address: 701 Industrial Blvd. Minneapolis, MN 55413

Phone: 623-7055

Salary: Depends on skill level--lowest level \$7.50/hr., highest level (seamstress/tailor)
\$10.50/hr., full time employees receive full benefits

Positions: variety of positions in all stages of clothing alteration

Type of Business:

»manufacturing

Recruitment:

» recruit from social service agencies

»interview in English only

» **Reasons cited for working with limited English speakers:** 1) Immigrants often have required sewing/alteration skills while sewing/alterations is a dying art for native U.S. citizens.

»**Noteworthy features:** No employees have no English skills, but approximately 60 percent are ESL learners

»**Company description:** This is the alterations workroom for all the Dayton's stores in the Twin Cities and Marshall Field in Chicago. There are 100 people on staff. They have slow and busy seasons which requires them to keep temporary on-call staff who do not receive benefits. Since production increased 40 percent last year and they expect a 30 percent increase this year, the company is often hiring.

They require that employees have some English skills. They need to be able to read alteration tickets and communicate with other employees since it is not an assembly line environment. During the interview, the contact person evaluates the English skills by giving the applicant an alteration ticket and asking them to explain the terms. If applicants demonstrate these basic English skills than they will be considered for hire. They do not currently have any

bilingual group leaders or supervisors, but will often use other employees to help translate when necessary.

They have made some adaptations to allow employees to wear their native dress and take breaks for prayer. They have been working with St. Paul Rehab, JobLinks, and the local technical colleges. Contact person noted that she has never had to let anyone go because of their English skills.

Gross Given Manufacturing

Contact: Ann Moreno

Address: 75 West Plato Blvd. St. Paul, MN 55107

Phone: 290-4347

Salary: \$10.58 first 90 days, \$12.58 after 90 days and receive full benefit

Positions: Basic sub-assembly for vending machine parts.

Type of Business:

»manufacturing

Wages and Working Conditions:

»over \$12.00

Recruitment:

»use temp agency

Training:

»informal training in language other than English

»bilingual group leaders/supervisors

»**Reason cited for hiring limited English speakers:** 1)They have a difficult time getting qualified applicants; 2)The limited English speakers currently employed have proved that they could do the job during a trial period done through the temp agency.

»**Noteworthy features:** Located on the West Side of St. Paul.

»**Company Description:** Company currently has three Spanish speakers that they got through Top Temp Agency, on the West Side. These employees worked for six months through the temp agency and proved they could do the job before being hired. The positions require reading work orders, but it sounds like the reading could be picked up very easily without knowing English, although it would require that one knows how to read in native language. The training is essentially visual training; they use a bilingual lead person or other bilingual employees when necessary. So far, they have not had any problems with the limited English speakers. The company has a high retention rate.

Hartzell Manufacturing

Contact: Cheryl O'Connor, St. Paul branch personnel administrator

Address: 2516 Wabash Avenue, St. Paul 55114

Phone: 646-9456

Salary: \$8.78 entry level, union shop

Positions: machine operators in aluminum and zinc die-casting plant

Type of business:

»manufacturing

Wages and Working Conditions:

» over \$8.00

Recruitment:

»interview in English only

Training:

»train in English only

»**Reasons cited for hiring limited English speakers:** 1)They are good workers with a good work ethic.

»**Noteworthy features:** This company does NOT hire people unless they have sufficient English skills to do the job. The jobs require some reading and writing. English skills are assessed in the interview.

»**Company description:** The St. Paul plant for this company is not currently recruiting people, but when they are they find people through ads in the paper. They have approximately 108 employees. They have hired people with limited English, but as noted above they must have sufficient English to perform the job. Contact person noted that they have hired some Spanish speakers who have the English skills necessary for the job, but they have had difficulty with S.E. Asians not having the necessary English skills. Contact person also noted that they have trouble finding people not because of language, but because of drug and alcohol problems, which has not been as much of an issue with limited English speakers.

Lake Region Manufacturing

Contact: Jan Brown

Address: 340 Lake Hazeltine Drive, Chaska, MN, 55318

Phone: 448-5111

Salary: \$9.05-\$10.00/hr., benefits begin after 60 days

Positions: packaging, machine operators, assembly

Type of business:

»manufacturing

Wages and Working Conditions:

»over \$8.00/hr.

Recruitment:

»recruit from social service agency

»work with ESL training program

Training:

»Company provides incentives for ESL

»**Reasons cited for working with limited English speakers:** 1) The tight labor market, 2) S.E.

Asians usually have good finger dexterity which is an important job skill.

»**Noteworthy features:** Company has established a 10-12 week ESL training program in conjunction with social services agencies in order to recruit qualified applicants.

»**Company description:** This company manufactures medical guide wires. They employ 618 people. Lake Region is required to comply with FDA guidelines in the manufacturing of their medical products, and therefore it is necessary for their employees to have gone through basic ESL classes, demonstrate a knowledge of operating procedures, and be able to read on a basic level. They have put together a 10-12 week ESL training program, which is also a welfare to work program in conjunction with Carver-Scott Educational Cooperative, Center for Asian and Pacific Islanders, and Ridgewater Community College. In this program, the clients learn English, as well as learning about the company and the skills necessary to perform the job. If the

clients catch on during the training, they may be hired by the company. Anyone can go through the training program, although majority are S.E. Asian. The language and work skills that the client learns in the program can be applied to other jobs. Lake Region is also working with the reverse commute program. They currently have 45 employees from this program, and are working hard to employ people from the inner city by recruiting at local job fairs. The company has thought about doing ESL on site, but instead have decided to refer people to Carver Scott which is located nearby. Employees can go to ESL classes on company time. The company has been involved with the training partnership because they already have a large percentage of Asian people, this allows them to recruit more, and they have good finger dexterity which is an important job skill.

Little Six, Inc. (Mystic Lake Casino)

Contact: Mary Pass, manager

Address: 2400 Mystic Lake Blvd. Prior Lake, MN 55372

Phone: 496-7379

Salary: \$7-9.00/hr. entry level, benefits after 90 days

Positions: food, beverage, cleaning

Type of business:

»hospitality

Wages and Working Conditions:

»over \$8.00/hr.

Training:

»bilingual group leaders/supervisors

»**Reasons cited for working with limited English speakers:** 1)Low unemployment rate;

2)They have proven to be good workers.

» **Company description:** There are many workers for whom English is not the first language at the casino. They have several bilingual supervisors, as well as people that get paid extra to interpret for special occasions. Some employees have a trainer (i.e.: a job coach) that might come in with them. They are considering doing ESL classes on site. Contact person mentioned that a particular success for a limited English speaker would be to move up to become a Blackjack dealer after they learned enough English.

Minnesota Wire and Cable

Contact: Joan Thompson, Exec V.P.

Address: 1835 Energy Park Drive, St. Paul, MN 55108

Phone: 642-1800

Salary: \$6.50/hr. (lowest level)

Positions: manufacturing

Type of business:

»manufacturing

Recruitment:

»interview in English only

Training:

»training in English only

»pay to go to ESL

»Reasons cited for working with limited English speakers: 1)The low unemployment rate, 2)

The company values a multi-cultural work force

»Company description: Company currently has 150 employees: 46 percent women, 43 percent minority for a total of 25 nationalities. They manufacture high tech products for medical industry. They look for employees who have a good attitude, are willing to learn and be trained. They provide English and math training which is beneficial to company, because the employees learn the company's methods for documentation while working on their math and English skills. All training and written documentation is in English, but co-workers will often translate in a very casual, on the spot system. Company offers a \$1,000 bonus to employees who get GED. Contact person noted that employees who do not make effort to improve language skills will not successfully progress in company, because it takes them longer to learn new skills and they cannot transfer departmentally.

Nabisco

Contact: Greg Mangan

Address: 730 Stinson Rd. Minneapolis, MN 55413

Phone: 627-1520

Salary: \$8.00/hr. entry level

Positions: in factory, packing

Type of business:

»manufacturing, packaging

Wages and Working Conditions:

»over \$8.00/hr.

Recruitment:

»recruit from social services agencies

»interview in English only

»**Reasons cited for working with limited English speakers:** 1) Contact person wants to give people a chance to get some job skills

»**Company description:** The company processes food. They employ approximately 95 people. The contact person is on Minnesota Urban League Advisory Board, so he has made an effort to hire people without any job skills and give them a chance to get some. They have worked with CLUES, and they have hired some ESL speakers which are mostly Hispanic, Croatian, and Bosnian. Contact person noted that people tend to understand more than they speak and will pick up what they need to do quickly. Sometimes co-workers will explain in language other than English. They have not had any specific problems with limited English speakers, and contact person does not think that English skills affect ability to move up within the factory. It is more important to have a good understanding of the training. They would like to have information about doing ESL on site.

Pillsbury Company

Contact: Kevin Larabee

Address: 8000 Audubon Rd. Chanhassen, MN 55317

Phone: 474-7444

Salary: \$8.50/hr. through temp agency, \$9.50/hr. through company

Position: general labor, light manufacturing

Type of business:

»manufacturing

Wages and Working Conditions:

»over \$8.00/hr.

Recruitment:

»use temp agency

»interview in English only

»**Reasons cited for NOT hiring limited English speakers:** 1) They have an English requirement for being hired by company after working through temp agency, because they work in teams and it is necessary for teams to be able to communicate.

»**Noteworthy features:** The company gets as many as 200 people a day through Masterson's temp agency, and many of the people working through the temp agency have limited English. The temp agency provides the training, offers ESL classes, and has someone to work with employees on sight. Working through the temp agency, people can stay up to six months. After six months, Pillsbury can decide to hire them full-time. Pillsbury requires that the employees have sufficient English skills in order to be hired full-time. English skills are evaluated in an interview (not a written test).

»**Company description:** They have thought about a bilingual team-leader approach, but have stuck with language requirements because there is so much team interaction. So far the temp agency approach has been working. It has been able to provide them with the employees they

need. Contact person noted, however, that it might not be as feasible to stick with the language requirement in the future.

Radisson Hotel

Contact: Cindy Dachel

Address: 411 Minnesota Street, St. Paul, MN 55101

Phone: 291-8800

Salary: \$6.73/hr. union wage, \$7.10/hr. after 90 days, full time employees get benefits

Positions: Room attendants, laundry, dish washing

Type of business:

»hospitality

Recruitment:

»work with Social service agencies

»**Reasons cited for working with limited English speakers:** 1)Contact person said that all hotels have a history of working with limited English speakers, and have been doing it for a long time. 2) Radisson feels that they should give people a chance, and they are hard workers.

»**Company description:** This hotel employs approximately 350 people. The hotel has hired people through St. Paul Rehab, CLUES, and Ramsey County. Sometimes the agency will send a job coach, and Ramsey county "claims" to put people through a 6-8 week training program, but the contact person does not think that this makes a difference. Contact person noted that limited English speakers generally understand more than they speak, and the training is mostly visual. She mentioned they have had problems with the people from a social service agency not having good i.d.'s. They have some problems with retention, but she does not think that it is related to language, but rather because people do not want to work non-traditional hours, cannot work on Sunday for religious reasons, or have little prior work experience.

Sheraton Hotel

Contact: Terry Hill, head of housekeeping

Address: 400 N. Hamline Avenue, St. Paul, MN 55104

Phone: 603-5618

Salary: \$7.10/hr. employees pay for benefits

Positions: housekeeping

Type of business:

»hospitality

Training:

»train in English only

»**Company description:** Contact person estimates that 25 percent of housekeeping staff are not native English speakers, although she was unable to estimate what nationalities. She won't hire people if they can't speak and understand enough English. All the training is done in English. She is unable to evaluate retention rate because she just started at the job. The contact person mentioned that a possible cultural barrier is uniforms. They require staff to wear uniforms, and they have not hired people who are unable to wear the uniform for cultural reasons.

Twin City Tanneries

Contact: Charles Dively, contract H.R. person

Address: 501 Malden St. South St. Paul, MN 55075

Phone: 455-3040

Salary: \$8.50/hr., top end \$12.00/hr.

Positions: variety-- involved in different stages of leather manufacturing

Type of business:

»manufacturing

Wages and Working Conditions:

»over \$8.00/hr.

Recruitment:

»use temp agency

»interview in language other than English

Training:

» bilingual group leaders/supervisors

»train in language other than English

»color-coding

»company provides incentives for ESL

»**Reasons cited for working with limited English speakers:** 1) The low unemployment rate.

»**Noteworthy features:** Contact person is a contract H.R. person that works part-time for three companies (this allows each company to get an H.R. person with more expertise for less money). Company tries to create an environment in which learning is encouraged and the desire to communicate is demonstrated by both the native English speakers and limited English speakers. Company has made several adaptations to accommodate limited English speakers

»**Company description:** This company employs 113 people. Contact person has done a lot of work with limited English speakers in the work place. He gets employees through a temp agency

that has a Spanish speaker that does the recruiting and interviewing. This eliminates the need for him to interview and screen applicants. After 90 days the temp agency worker can become a regular employee. An interview is performed at this point using someone who is bilingual from the floor to translate if necessary. Most employees at the company are Hispanic men.

Company encourages employees to learn Spanish or English. They have paid people to take classes to learn English or Spanish. Many of the supervisors have made an effort to learn Spanish commands and the nouns necessary to communicate directions. Some employees have made their own dictionaries that they keep at their work stations to help them to communicate with Spanish speakers. The company uses a lot of pictures, audio and visual tapes and computers with English/Spanish in the orientation and training, as well as a color coded training system. Work rules and union information are provided in English and Spanish.

Some other cultural issues that he has addressed are the following: a vending machine with Hispanic foods, celebrating Cinco de Mayo, providing leather back-braces, (it is more "macho" to have leather), not reprimanding employees in public so that employee can "save face," allowing people to have their job back after they return from visiting family in home country (estimates 40 percent have left and come back), and stocking different safety supplies to reflect the height and weight of employees.

Contact person does not think that the poor retention rate is related to language, but rather to the objectionable nature of the industry which "smells like a barn." Average employee drops out after three weeks.

Tone Recycle

Contact: Rex Nelson

Address: 980 East Hennepin Avenue, Minneapolis, MN 55414

Phone: 378-4767

Salary: \$7.00/hr benefits after 30 days

Positions: production and packaging

Type of business:

»manufacturing, packaging

Recruitment:

»interview in language other than English

»**Reasons cited for working with limited English speakers:** 1) The company likes to give people a chance, 2) They are good workers.

»**Company description:** This company employs approximately 55 employees to recycle toner cartridges for fax and copy machines. A former employee at Tone had decided that they should hire limited English speakers, and they now have 3-4 employees that do not speak English (Spanish speakers). Contact person noted that they generally understand enough to get by, and if the employee does not understand, they get another employee to translate and explain. This is done informally on an as needed basis.

Most employees are from St. Paul. Most applicants come in because they have heard about the job through family and friends. Those applicants who do not speak any English usually bring a translator. They have had some documents translated for employees, although contact person noted that it is not as much as it should be. They do have a sexual harassment video in Spanish, for example. They have not had any issues or problems with cultural or language barriers.

Up-North Plastics

Contact: David Davenport, factory manager

Address: P.O.Box 159, Cottage Grove, MN 55016

Phone: 459-7339

Salary: \$8.00/hr. entry level, medical and dental coverage

Position: packaging of plastic sheeting:

Type of business:

»packaging

Wages and Working Conditions:

»over \$8.00/hr.

Training:

»bilingual group leaders/supervisors

»**Reasons cited for working with limited English speakers:** 1)They are dependable, good workers 2) They usually like over-time and will work up to 60 hours/week.

»**Noteworthy features:** Contact person estimates that 30 percent of employees in plant are Mexican. They have personnel forms, orientation packets in both English and Spanish. They have had ESL classes on site in the past, but now everyone that was interested has participated (approx. 20-25 people participated). They also used to have a bilingual personnel department. Contact person said that they are trying to move towards hiring people who have limited English as opposed to monolingual employees, because they need to make sure that employees have some more basic understanding.

»**Company description:** This company has 209 employees. There is a high turnover rate, because the jobs are repetitive("standing putting a "round roll in a square box").

APPENDIX B: NON-PROFITS

Minnesota

Center for Asians and Pacific Islanders (CAPI)

Contact: Lovw Pha

Phone: 721-0122

Address: 3702 East Lake St. Minneapolis, MN 55406

Serves: Refugees who have not been in U.S. for more than five years, majority are from South East Asia.

ESL services:

»ESL provider

»Vocational ESL provider

Employment and Training support:

»Pre-job training specific to job/industry

»Accompany to interview

»Send job coach to site

»Follow up

»**Noteworthy features:** Partnership with Lake Region Manufacturing, most clients placed in jobs in \$6.50-\$7.50/hr. range.

»**Description:** CAPI offers a 2-3 week Vocational ESL program which is well attended. In the job placement program, someone from the center contacts the employer, takes the client to the company, helps to fill out the application and translate the interview, explains company policy, protocols, and safety issues. There is a 30 and 90 day follow up with both the employer and client. In the partnership with Lake Region, the center trains the client for 8 weeks for specific assembly and manufacturing jobs. This is a benefit to the employer, because they are being provided with workers that have already been trained, at no cost to them. All the company has to do is provide the training materials. Clients are placed in jobs in \$6.50-\$7.50/hr. range.

Neighborhood House

Contact: Theresa Gomez

Phone: 227-9291

Address: 179 East Robie Street, St. Paul, MN 55107

Serves: Primarily Spanish, Hmong, Cambodian

ESL services:

»ESL provider

»ESL referrals

Employment Training and Support:

»Accompany to interview

»**Description:** Neighborhood house does not specifically have job placement as a service, although they receive a number of requests from non-documented people. Neighborhood House's main focus is dealing with more basic sustenance issues so that they can get people to a place where they can hold a job. They have informally found employers that will take people with limited English skills who usually tend to be Spanish speakers. Neighborhood house will help with interview and the transition into the job. They have placed people at UPS and doing house cleaning. UPS has started to offer free ESL classes to employees between shifts.

Pillsbury Neighborhood Services--Brian Coyle Job Bank

Contact: Camille Rogers

Phone: 338-5282

Address: 420 15th Avenue South, Minneapolis, MN 55454

Serves: Mostly Somali, Vietnamese, and Bonsai's

ESL services:

»ESL referrals

Employment Training and Support:

»Accompany to interview

»Follow up

Other Support:

»Diversity training for employer

»**Noteworthy features:** Provide help with uniforms and shoes.

»**Description:** They try to strongly encourage people to go to ESL, refer clients to the closest ESL, and show them how it "back-fires" not to do ESL. They try to show their clients how learning ESL provides more employment opportunities and allows one to move up in a job. They are working on creating a Vocational ESL program. They try to screen people to make sure they are ready to work. This is evaluated on an informal one to one basis. Clients have to earn their spot and demonstrate some job-readiness. If the client comes in and speaks no English, contact person will find someone to translate. Sometimes she will accompany client to interview, per their request. They provide support once the client is on the job which includes 30/90 day follow up and help with uniforms and shoes. They try to provide some diversity training to the employer and teach local people about the immigrant populations. For example, they explained the war, religion and background to local people and employers for Somalians.

St. Paul Rehab Center

Contact: Jan Mueller, MFIB Coordinator

Phone: 227-8471

Address: 709 University Avenue West, St. Paul, MN 55104

Serves: Majority are Hmong

ESL Services:

»ESL referrals

»Vocational ESL referrals

Employment Training and Support:

»Job-readiness classes

Other Supports:

»Aid with transportation

»**Noteworthy features:** Average wage for job placement is \$8.00/hr.

»**Description:** They are working with the federal welfare reform guidelines, therefore, they encourage clients to start working as soon as possible, because of the five year total limit on benefits. Since many of the Hmong participants have very limited English and work histories, they spend time on preparation in a job-skills workshop (classes of 2-14 clients) where they also learn about nutrition and health issues. They have six Hmong on staff. Oftentimes it is necessary to work one on one with clients that have no or poor job history to help them overcome issues such as child-care and transportation. They also refer clients to functional work English classes at places like the Hmong American Partnership. They strongly suggest that clients continue with ESL after getting a job. Many of the clients that come in express an interest in assembly positions, although the placements are not limited to this type of position. They have also placed clients in hotels, hospitality, clerical, and shuttle driving positions.

SHAPE Internship Center

Contact: Xoung Tran

Phone: 885-8553

Address: 8900 Portland Ave, Bloomington, MN 55420

Serves: Anyone that is unemployed in Hennepin County is eligible. Contact person focuses on ESL learners whose are mostly Spanish, Somalian, S.E. Asian, or Ukraine.

ESL Services:

- »ESL referrals
- »Vocational ESL referrals

Employment Training and Support:

- »Accompany to interview
- »Send job coach to site
- »Follow up

Other Supports:

- »Work on career focus
- »Aid with transportation
- »Diversity training with employers
- »Organization specific to job placement

»**Noteworthy features:** This is a noteworthy program, because it is so comprehensive and it concentrates on building a career. They emphasize client involvement in the job search process

»**Description:** The center places clients in different fields based on the client's needs and employer's needs. Some of the jobs are manufacturing and sales. They offer an internship program or a direct job placement program. The majority of the clients are already in an ESL program, if they are not SHAPE provides a pre- ESL class service to help prepare clients who might be unfamiliar with classroom learning. If clients are not interested in classes, they will

provide home tutoring through Volunteer Connection. SHAPE tries to require that clients stay in ESL after being placed in a job, because ESL is an important part of developing a career.

SHAPE contacts potential employers and tries to build a relationship with employers so they will contact SHAPE if they need people. SHAPE offers support and follow up once the employee is on site, because job retention rates are important. They will help train the employee in native language, send a translator to the site if necessary, and help them to learn specific vocabulary for the site. They try to help employers understand and overcome cultural and religious barriers by trying to teach and share differences. SHAPE will provide transportation, since a majority of clients do not know how to drive. If the position is not on a bus line, they will provide vans.

United Cambodian Association (UCAM)

Contacts: Sova Niev and Khon Kong

Address: 529 Jackson Street, Suite 221, St. Paul, MN 55101

Phone: 222-3299

Serves: Mostly Cambodian immigrants, many on welfare

ESL Services:

- »ESL provider
- »ESL referrals
- »Vocational ESL referrals

Employment Training and Support:

- »Job readiness classes
- »Accompany to interview
- »Send job coach to site
- »Follow up

Other Supports:

- »Aid with transportation
- »Work on career focus
- »Diversity training with employer
- »Translate documents for employer

»**Noteworthy features:** They have a mentor program in which they match clients with employees in the workplace (usually people they have formerly served). UCAM provides a stipend to the mentor for helping the client to get and keep the job. This has proven to be a cheaper and easier way to get clients trained into a job, because it eliminates the need to send a staff person to the site. UCAM has a list of 50 -60 employers that they have been building relationships with over the past eight years. The average job placement pays \$6.50/hr. with benefits and 401K.

» **Description:** The intake portion of program involves an assessment to evaluate the skills of the client and determine how UCAM can best meet their needs. UCAM asks them to fill out some forms to determine job experience and English skills. They ask the clients if they want to start a job right away, or if they want to do job training. If they would rather go to work right away, they will explain to them what kinds of jobs will match their skill level and what kinds of jobs are out there (i.e.: assembly). UCAM tries to show them that it is better for them to go to school, if possible. They strongly encourage clients to be in ESL classes. They estimate that 20 percent are in classes. Oftentimes the clients have no job experience, therefore it is necessary to train them about such things as reading want ads and interviewing. This is done on an as needed basis. If there are enough people who need the training at one time, UCAM will run a small class. Contacts noted that when UCAM is able to take the time to train clients well at the job, they stay longer, but if UCAM is busy and are unable to take as much time training a client in at a job, the client has more difficulty staying with the job

Contacts discussed the importance of developing relationships with the employers by demonstrating that UCAM is there to help the employer and the client make adjustments to the job. UCAM is there to help solve problems (i.e.: making sure clients have the right kinds of shoes, clothing, and understand harassment policies). They try to talk to employers (usually HR manager) face to face and let them know that they will assist in any way they can (i.e.: translating materials, sending people to site with the client). UCAM also sends a letter explaining the refugee situation, including the historical context, culture, and background. If they do not know the employer, they try to start a relationship by sending them this type of letter and asking them to let UCAM know of any job openings. Employers have sometimes sent them job openings in response to the letter. The contacts noted that it has been a challenge to get employers to understand and be open to different backgrounds, and they would like to see more understanding on the part of the employers.

UCAM is always trying to talk to clients more (this requires more staff) and show them that they should think about trying to upgrade their job, and that the client should focus not only

on the job, but also on becoming an independent family. The contacts discussed how UCAM needs to do more counseling to help families that have been here a long time and are on public assistance think about being responsible for their own life. Contact person noted that oftentimes people are scared. UCAM tries to show people that they are not going to be able to stay in the same job forever; they need to be prepared for finding other jobs.

UCAM has not had many people come in as a result of the welfare reforms, but they think that the people know about it, because Ramsey and Hennepin county have called people about it and UCAM has made an effort to announce the changes. UCAM is trying to get the word out that they are there to help prepare people in light of the changes. It is possible that some people might not be coming in because they are working under the table.

UCAM will also help people to learn how to drive by assisting clients in getting a driving permit, and they have a budget to help pay for driving lessons.

Out of State

Access (Arab Community Center for Economic & Social Services)

Contact: Muhannad F. Haimour, program manager

Phone: (313)584-3001

Address: 4915 Schaefer, Dearborn, MI 48126

Serves: majority are Arab Americans

ESL Services:

- » Vocational ESL on site

Employment Training and Support:

- » Job-readiness classes
- » Accompany to interview
- » Send job coach to site

Other supports:

- » Work on career focus
- » Diversity training with employer
- » Translate documents for employer

» **Noteworthy features:** They have been very successful with the bilingual group leader approach (leader gets paid more). They translate integrity tests for employers.

» **Description:** Language is one of the biggest barriers for clients at Access. They offer computer classes, Vocational ESL, workshops in native language so that clients will understand how to fill out applications and interview, and assistance with cover letters and resumes. They mostly place clients in labor type positions, including assembly and packaging jobs that do not require much training. The group leader approach has been successful, because many employers do not really care if the people in the group speak English. The employers put them on the job and have limited contact with the group. The employers value their clients because they are hard working, have a high work ethic, and rarely have drug and alcohol problems.

Access maintains contact with employers to help them with any specific challenges they might face. They helped one employer, for example, designate a place for prayers.

DePaul University Lifelong Learning, Office of Applied Innovation

Contact: Mary Gallagher

Phone: (312)-362-6024

Address: 59 East Van Buren Street, 20th Floor, Chicago, IL 60605-1212

Serves: primarily Hispanics

ESL services:

- » Teach Vocational ESL

Employment Training and Support:

- » Job-readiness training
- » Pre-job training specific to industry
- » Accompany to interview
- » Send job coach to site
- » Follow up

Other Supports:

- » Aid with transportation

» **Noteworthy features:** This is a comprehensive program that follows up until two years after the job placement. They primarily place people in entry level hotel jobs at \$7.49/hr.

» **Description:** DePaul runs a Hospitality Occupational Skills Training program (HOST) specifically geared towards the Latino population. Clients go through a two week training program in which they learn aggressive hospitality, housekeeping, job search and interview skills, decision making, self-assessment, time management, financial planning, self-confidence and confidence in language abilities, and English communication skills. After the training program, the clients are sent out on interviews with a job coach who acts as a translator. The job coach continues to work closely with the client for ninety days and follows up after two years. The contact person mentioned that it is important to build relationships with the employers and develop a reputation for providing well trained, qualified workers. This program also helps with

child care through the Child Care Action Council and with transportation through public aid which provides tokens.

International Rescue Committee (IRC)

Contact: Asma Henry, employment specialist

Phone: (404) 292-7731

Address: Kensington Office Park, 4151 Memorial Drive Suite 201-C, Decatur, GA 30032

Serves: refugees--primarily Bosnian, Somalian, Vietnamese

ESL services:

- »ESL referrals

Employment Training and Support:

- »Job readiness training
- »Accompany to interview
- »Send job coach to site

Other Supports:

- »Aid with transportation
- »Translate documents for employer

»**Noteworthy features:** IRC has translated employer's handbooks and at benefit meetings. They stress the importance of building a work history; clients receive a bonus if they work at one job for more than six months.

»**Description:** IRC is a refugee resettlement agency that helps refugees in several areas including employment. They provide a thorough orientation to teach refugees what it is like to work in the U.S., how they should act in an interview, and proper protocol (i.e.: giving notice). They try to help people move up in their jobs, since many clients are working below their skill level.

English skills are the biggest barrier to moving up, so they stress the importance of ESL and try to let employers know that the client is making an effort to learn English.

Contact person admits that it is difficult to convince employers to hire refugees, because they are often hesitant about safety issues and providing instructions. IRC tries to convince employers that the clients can do the job and that many refugees have skills that they can use

(i.e.: Bosnians are often skilled at machine operation). They also look for jobs with a lot of repetition.

Contact person discussed the importance of communicating regularly with employers and showing that IRC is there to support them and assist them with any complaints. This is also important because the clients know that she is in contact with the employer and that they are being watched. Word of mouth has been helpful in convincing companies to hire refugees. If another business tells them that the clients have worked out well then they will become interested. Some companies have an H.R. person who has attended diversity training, others have had previous exposure to diverse communities, and others will hire refugees after it has been proven to them that it works.

APPENDIX C: CROSS LISTING OF BUSINESSES BY CATEGORY

TYPE OF BUSINESS

Manufacturing:

Captain Ken's Foods, pg. 14

Brown and Bigelow, pg. 13

Cherokee Mfg., pg. 15

Gross Givens, pg. 19

Hartzell Mfg., pg. 20

Lake Region Mfg., pg. 21

Minnesota Wire & Cable, pg. 24

Nabisco, pg. 25

Pillsbury, pg. 26

Twin City Tanneries, pg. 30

Tone Recycle, pg. 32

Packaging:

Captain Ken's Foods, pg. 14

Nabisco, pg. 25

Tone Recycle, pg. 32

Up North Plastics, pg. 33

Hospitality:

Airport Marriot, pg. 12

Little Six, Inc., pg. 23

Radisson Hotel, pg. 28

Sheraton, pg. 29

WAGES AND WORKING CONDITIONS

over \$8.00/hr.:

Brown and Bigelow, pg. 13

Cherokee Mfg., pg. 15

Hartzell Mfg., pg. 20

Lake Region Mfg., pg. 21

Little Six Inc., pg. 23

Nabisco, pg. 25

Pillsbury, pg. 26

Twin City Tanneries, pg. 30

Up-North Plastics, pg. 33

over \$12.00/hr.:

Gross Givens Mfg., pg. 19

RECRUITMENT

Recruit from Social Service Agency:

Brown and Bigelow, pg. 13

Captain Ken's Foods, pg. 14

Cherokee Mfg., pg. 15

Lake Region Mfg., pg. 21

Nabisco, pg. 25

Radisson Hotel, pg. 28

Use Temp Agency:

Gross Givens Mfg., pg. 19

Pillsbury, pg. 26

Twin City Tanneries, pg. 30

Interview in English Only:

Captain Ken's Foods, pg. 14

Cherokee Mfg., pg. 15

Hartzell Mfg., pg. 20

Minnesota Wire & Cable, pg. 24

Nabisco, pg. 25

Pillsbury, pg. 26

Sheraton Hotel, pg. 29

Interview In Language Other Than English:

Twin City Tanneries, pg. 30

Tone Recycle, pg. 32

TRAINING

Train in English Only

Captain Ken's Foods, pg. 14

Hartzell Mfg., pg. 20

Minnesota Wire & Cable, pg. 24

Sheraton Hotel, pg. 29

Train in Language Other Than English:

Airport Marriot, pg. 12

Cherokee Mfg., pg. 15

Gross Givens Mfg., pg. 19

Twin City Tanneries, pg. 30

Tone Recycle, pg. 32

Work With ESL Training Program:

Lake Region Mfg., pg. 21

Company provides Incentives for ESL:

Airport Marriot, pg. 12

Lake Region Mfg., pg. 21

Minnesota Wire & Cable, pg. 24

Twin City Tanneries, pg. 30

Bi-lingual group leaders/supervisors:

Airport Marriot, pg. 12

Brown and Bigelow, pg. 13

Gross Givens Mfg., pg. 19

Little Six Inc., pg. 23

Twin City Tanneries, pg. 30

Up-North Plastics, pg. 33

Color coding:

Twin City Tanneries, pg. 30

REASONS CITED

Reasons cited for working with limited English speakers # of times cited

»Limited English speakers have high work ethic.....	6
»Difficulty finding qualified applicants, low unemployment.....	4
»Company wants to give people a chance.....	3
»Limited English speakers often have required skill (i.e.: finger dexterity, sewing).....	2
»They have a history of doing it.....	2
»Very few limited English speakers fail drug screening or have criminal background.....	1
»Company values multi-cultural work force.....	1

Reasons cited for not hiring limited English speakers # of times cited

»Company too small to train in other language.....	1
»Company works in teams that require a lot of communication.....	1

APPENDIX D: CROSS LISTING OF NON-PROFITS IN MINNESOTA

SERVES

S.E. Asian:

Center for Asian & Pacific Islanders, pg. 34

Neighborhood House, pg. 35

St. Paul Rehab, pg. 37

SHAPE, pg. 38

United Cambodian Association, pg. 40

Somali

Pillsbury Neighborhood Services, pg. 36

SHAPE, pg. 38

Hispanic:

Neighborhood House, pg. 35

SHAPE, pg. 38

ESL SERVICES

ESL provider:

Center for Asians and Pacific Islanders, pg. 34

Neighborhood House, pg. 35

United Cambodian Association, pg. 40

ESL referrals:

Neighborhood House, pg. 35

Pillsbury Neighborhood Services, pg. 36

St. Paul Rehab Center, pg. 37

SHAPE, pg. 38

United Cambodian Association, pg. 40

Vocational ESL provider:

Center for Asians and Pacific Islanders, pg. 34

Vocational ESL referrals:

St. Paul Rehab, pg. 37

SHAPE, pg. 38

United Cambodian Association, pg. 40

EMPLOYMENT TRAINING AND SUPPORT

Job readiness classes:

St. Paul Rehab Center, pg. 37

United Cambodian Association, pg. 40

Pre-job training specific to industry:

Center for Asians and Pacific Islanders, pg. 34

Accompany to interview:

Center for Asians and Pacific Islanders, pg. 34

Neighborhood House, pg. 35

Pillsbury Neighborhood Services, pg. 36

SHAPE, pg. 38

United Cambodian Association, pg. 40

Send job coach to site:

Center for Asians and Pacific Islanders, pg. 34

SHAPE, pg. 38

United Cambodian Association, pg. 40